

**Testimony of David S. Mao  
Acting Librarian of Congress  
As Prepared for Delivery**

**Committee on House Administration  
"Improving Customer Service for the Copyright Community: Ensuring  
the Copyright Office and the Library of Congress are able to meet the  
demands of the digital age"  
December 2, 2015**

Chairman Miller, Ranking Member Brady, and Members of the Committee:

I am honored to testify before you today in my ninth week as Acting Librarian.

Since 1800, the Library has faithfully served Congress. Congress placed the copyright function in the Library in 1870, and since then the Library has contributed to the government's constitutional role to "promote the progress of science and useful arts." Copyright deposits have been a resource for generations of Americans and we take seriously our stewardship of this important record of America's heritage. Factors leading to the 1870 Act still exist today; however, improvements are needed. Copyright law needs to be updated. Regulations and processes must keep pace with the demands and expectations of copyright users. The Copyright Office infrastructure needs to be strengthened and modernized.

The Library is a resource of knowledge that furthers intellectual and creative activity and customer service is crucial to our work. I know the Register shares my goal to provide services when, where, and in whatever form modern users expect and demand. We will work together to develop the updated processes and modernized systems to meet the needs of and serve our customers and stakeholders.

The Library developed more than 250 enterprise systems and applications over the past 50 years. While achieving these successes, though, some areas have not kept pace with the development of technology, and general standards and best practices.

I assure you that these areas are now a top priority. We have work to do to achieve a high-performing IT environment that supports the entire

Library of Congress in serving you and the American people. But we are firmly committed to achieving this objective.

GAO's March report documented IT issues that require immediate attention. As Acting Librarian of Congress, I accept responsibility for implementing strategies to forge a new path forward. These strategies are built on three key pillars: leadership, collaboration, and secure accessibility.

First, GAO identified the lack of a permanent Chief Information Officer. I am happy to report that Bud Barton joined the Library as permanent CIO in September.

He heads the newly aligned Office of the CIO, specifically focused on providing IT leadership and services. With his guidance, the Library began implementing changes to ensure that IT strategic planning, procurement, and management are considered at the appropriate levels and consistent across the Library. The CIO and I meet weekly to review the status of these changes and issues identified by the GAO and the Library's Inspector General.

Second, collaboration is essential to managing IT investments and resources effectively. The Library is committed to providing an IT framework built upon performance, reliability, security, and adaptability, and that allows flexibility for specialized systems best managed at the unit level. The CIO is implementing agreements across the Library for delivery of IT infrastructure and services to support normal business operations, and to establish shared expectations in support of mission-specific services and applications. We are in a time of change, and recognize that ongoing communication and adjustment is necessary to ensure that collaboration continues successfully.

We share GAO concerns about potential duplication in IT services between the Office of CIO and Library units; however, an enterprise model provides for individual control of critical systems and development processes while also ensuring effective use of resources and preventing investment overlap.

Third, ensuring security while allowing access to data is one of the most significant challenges in handling digital content. Collection items such as books and papers are relatively easy to protect. Digital content, on the other hand, requires secure storage systems; back-ups for data protection

and preservation; and access management policies for users. These challenges are complex, but not insurmountable.

The Library has a long history of protecting digital content while simultaneously making it accessible and we are proud of our record of doing so. We will take the steps required to ensure copyright materials remain secure.

The Library is committed to reaching for the highest levels of customer service, and I am confident our current strategies and planned improvements will allow us to do so. We are working closely with the GAO audit team, and the Library's Inspector General to fulfill their recommendations.

Chairman Miller, Ranking Member Brady, and members of the committee, thank you for the opportunity to speak with you today. You will find additional detail on recent IT management improvements in my written statement. I look forward to responding to your questions.